

EVALUATION CONCERNS

When completing the appraisal document, the supervisor should be aware of some Common mistakes made when evaluating others. Some of these rating errors with a brief definition are:

1. Contrast effect: Evaluating an employee in relation to other employees' performances rather than on the job requirements.
2. Halo effect: Allowing employees' success or failure on one job function to affect how you rate their performance on other job functions.
3. Similar-to-me effect: Favorably evaluating employees because they mirror the rater's self image.
4. First-impression effect: Allowing initial evaluations of employees to overshadow their actual performance.
5. Central tendency effect: Placing every employee's performance "safely" in the middle of the rating scale.
6. Negative/Positive leniency effect: Assigning extremely low or high ratings across the evaluation form.

During the interview, the supervisor should also be aware of some typical pitfalls of the appraisal interview.

Potential Pitfalls of the Interview

- Arguing/Becoming Defensive
- Dwelling on Past Deficiencies
- Discussing Personality Traits
- Comparing Employee
- Interrupting Employees